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O F F I C E   O F   T R A I N I N G

Operations School  
Headquarters Training

COUNTERINSURGENCY PROGRAM PLANNING COURSE No. 5

11 May to 28 May 1964

Headquarters Building  
Room 1A-13



25X1A

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S E C R E T

## FOREWORD

The Counterinsurgency Program Planning Course is designed for CIA station chiefs posted to the more critical countries, for officers who will occupy such positions as deputy station chief, chief or deputy chief of base, chief of operations at a larger station, and for officers assigned at Headquarters to principal command or staff positions which bear directly on field operations.

The course takes up the origins, meaning, and concepts of the National Counterinsurgency Program, the Agency's role in counterinsurgency operations, its experience in paramilitary operations, its position on country teams, and the full range of problems pertaining to the direction of its field stations.

Emphasis is on the direction of CIA's overseas activities. The analysis of these problems will follow the pattern of the CIA station chief's responsibilities in maintaining relationships with other US Government representatives in the field; developing, maintaining, and exploiting foreign liaison contacts locally; managing the station's human and physical assets; directing operations; and serving as the reporter of all intelligence collected in the area, and as an evaluator of significant area developments.

S E C R E T

S E C R E T

Monday, 11 May 1964

PART I  
Introduction

0830 - 0900      Opening Administration

0900 - 1020      Introduction to the Course

████████████████████  
Chief Instructor

25X1A

1030 - 1100      Opening Address

Richard Helms  
Deputy Director  
for Plans

1115 - 1245      US policy, how it is created and in what forms it appears. US national security and US self interest - how they are manifested in policies. The Clandestine Services as an instrument of US policy. Intelligence support to the creators and implementors of policy, at home and abroad.

████████████████████  
Special Group Officer  
for the Clandestine Services

25X1A


S E C R E T


SECRET

Tuesday, 12 May 1964

PART II  
Operation of CIA Stations in the Less  
Developed and More Critical Countries

25X1A

0900 - 0945	Relations with other US Government agencies represented in the field. COS membership in the country team. Country team relationships. CIA's relations with other departments and agencies in Washington.	 Assistant Deputy Director for Plans
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1000 - 1100	The CIA station in the underdeveloped countries, and the role of the station chief. COS responsibilities for relations with other US Government representatives, relations with liaison contacts, and management of stations, the direction of operations, and overall intelligence and estimative reporting.	 Chief, FE Division
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25X1A

1115 - 1300	The National Counterinsurgency Program. The role of the Department of State in policy making. Interdepartmental coordination in Washington and in the field. The function of the Special Group (CI). The concept of the country team.	U. Alexis Johnson Deputy Under Secretary of State for Political Affairs
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- 2 -

SECRET

Wednesday, 13 May 1964

Section A: Relations with Other US Government Representatives

0900 - 1125 Relations with other US Government agencies represented in the field - case histories and conclusions.

0900 - 1015

████████████████████  
Chief  
Technical Services Division

25X1A

1020 - 1125

████████████████████  
Special Assistant to the  
Deputy Director for Plans

25X1A

1130 - 1300 The historic development of US assistance projects. AID operations as instruments of US policy. The role of AID in Counterinsurgency programs. AID-CIA relationships and related programs in the field.

William J. Mazzocco  
AID and Economic Advisor  
US Information Agency

Thursday, 14 May 1964


0900 - 1025	Relations with other US Government agencies represented in the field (continued).	[REDACTED] Deputy Director Office of Training	25X1A
1030 - 1120	The coordination of clandestine collection and counterintelligence activities abroad - a review of the procedures set forth in the DCID/5 series.	[REDACTED] Chief, Departmental Coordination Group FI Staff	25X1A
1130 - 1300	Developments and changes in US information programs up to the present. The relationship of USIA's mission and CIA's covert role in Counterinsurgency operations. Examples of new operational techniques being tried in critical areas.	Brian Battey Director of Training US Information Agency	

Friday, 15 May 1964


Section B: Relations with Liaison Contacts


0900 - 0950	Relations with local liaison contacts - [REDACTED] COS personal relations with senior liaison officials, and supervision of all station liaison activities.	Deputy Chief AF Division	25X1A
1000 - 1120	Developing liaison operations and penetrating the hostile left and the Communist Party in [REDACTED]	[REDACTED] WH Division	25X1A 25X1A
1130 - 1300	The roles and missions of the Department of Defense in Counterinsurgency operations. The relationship between military operations and CIA paramilitary operations in the field.	Col. Henry Chisholm, USAF Chief, Plans, Doctrine and Resources Division Joint Chiefs of Staff  Col. James Short, USMC Resources Branch Plans, Doctrine and Resources Division Joint Chiefs of Staff	

Monday, 18 May 1964

0900 - 1020	A global view of CIA liaison activities. The range of purposes and the range of results. Some criticisms and conclusions.	 Deputy Chief FI Staff	25X1A
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Section C: The Management of Stations

1030 - 1150	The management of stations. Personnel, funds, security, communications, cover and support. Particular administrative problems of class B Stations	 FE Division	25X1A
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1200 - 1300	The management of stations from the view of the Chief of Support The COS as his own support chief in the smaller stations.	 Chief, Support Staff FE Division	25X1A
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Tuesday, 19 May 1964

0900 - 1300

The present and future of station communications systems. A description of the systems in use and in development. CIA's role in the National Communications System. Relationships with the Department of State. COS relationships with the Communicators. Suggestions for the proper use of communications. Message writing. A description of techniques and practices employed in CIA communications. The future of government communications systems.

A tour of the Washington Signal Center.

  
Chief  
Telecommunications Staff  
Office of Communications

25X1A

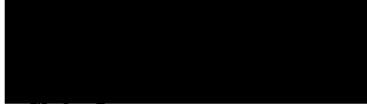


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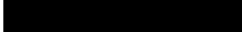

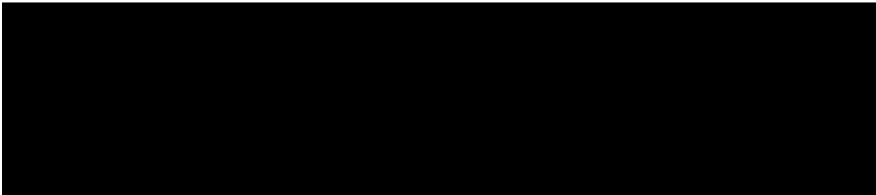
Wednesday, 20 May 1964

Section D: The Direction of Operations

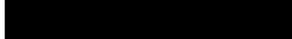


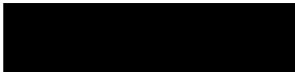
0900 - 1045	The COS' responsibility for the direction of station operations. Targetting the station's resources. Redirecting effort. Developing new assets. Dropping marginal operations. The importance of operational judgment in selective targetting, particularly in the very small station. Review and evaluation of station performance.	 Chief Reports and Review Staff FE Division	25X1A
1155 - 1210	Handling defectors and walk-ins. Bloc representatives and local party members.	 Chief of Operations WH Division	25X1A 25X1A
1215 - 1300	Special Operations	 Special Projects Group CI Staff	

S E C R E T

Thursday, 21 May 1964

0900 - 1000	Better procedures for small stations' handling of reports and requirements. Developments in the intelligence reporting system.	 Deputy Chief FI Intelligence Group	25X1A
1010 - 1130	The role and methodology of the CIA station in meeting the Communist threat in an under-developed country of the Middle East.	 Chief NE Division	25X1A
1140 - 1300			25X1A

Friday, 22 May 1964

0900 - 1025	Operations against the Soviet Union.	 Chief SR Division	25X1A
1030 - 1100	Training support to CIA field stations.	 Chief Headquarters Training Office of Training	25X1A
1100 - 1300	CIA Operations and relationships during the crisis in the 	 Africa Division	25X1A 25X1A

Monday, 25 May 1964

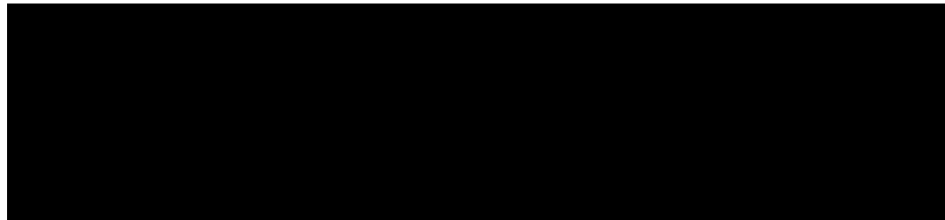
0900 - 1030



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1030 - 1130      Reading

1130 - 1300



25X1A

- 11 -

S E C R E T

Tuesday, 26 May 1964

0900 - 1030      The effect of the station's  
communications on Headquarters'  
view of station performance.  
The problems of maintaining mutual  
understanding between Headquarters  
and the field.

  
Deputy Chief  
FE Division

25X1A

Section E: Over-all Intelligence and Estimative Reporting

1040 - 1140      The COS' responsibility for over-all  
intelligence analysis and field  
estimates for Washington.

Ray S. Cline  
Deputy Director  
for Intelligence

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1150 - 1300      A survey and discussion of clandestine  
communications systems and equipment.

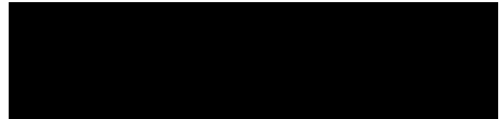
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Wednesday, 27 May 1964

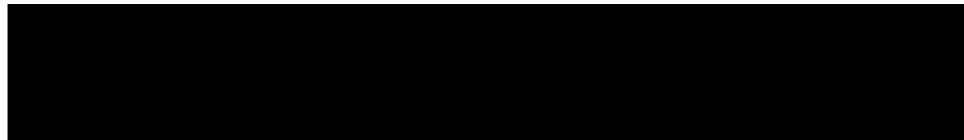
PART III  
Military and Paramilitary Operations

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0900 - 1030 CIA's role in paramilitary operations, and the internal Agency elements organized to support and direct PM activity. Some historical examples of CIA paramilitary action, and the lessons learned.



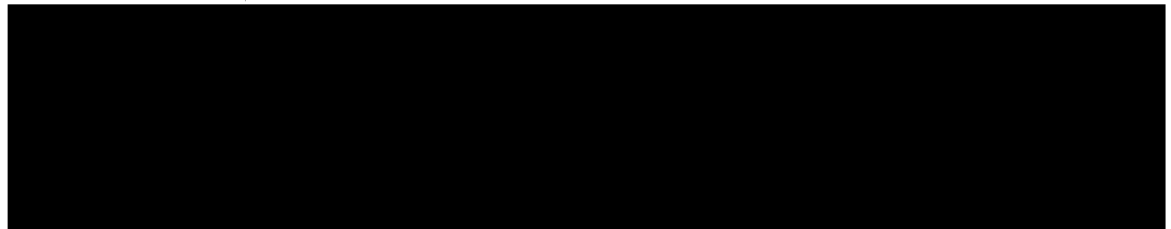
1045 - 1145



25X1A

25X1A

1200 - 1300



Technical Services Division

Thursday, 28 May 1964

PART IV  
Review, Seminar, and Conclusion

0900 - 1100 A review and analysis of the situation in Vietnam. CIA relations with the recent and present leaderships. The impact of the coup on COS relations with the country team and with senior Vietnamese liaison contacts. CIA's role in Counterinsurgency operations - intelligence, counterintelligence, [REDACTED] and paramilitary action.

[REDACTED]  
Chief  
FE Division

25X1A

1110 - 1140 Seminar

25X1A

1140 - 1200 Administrative conclusion